

CITY OF DURHAM GOALS & FY 2013-14 STRATEGIC PLAN

At the April 15th, 2013 Council Meeting the Durham City Council adopted the FY14 strategic plan for the City and five over-arching goals:

1. Strong and Diverse Economy
2. Safe and Secure Community
3. Thriving Livable Neighborhoods
4. Well Managed City
5. Stewardship of City's Physical Assets

To achieve consistent and planned results, it is essential that all organizational efforts are pointed in the same direction. The Strategic Planning process involves City Council, the City Manager's Office, employees, citizens and other stakeholders. During the Strategic Plan update process in late 2012, goals, objectives, outcome measures, initiatives and the key priorities were all assessed with new measures and initiatives added along with some additional modifications completed. The Strategic Plan continues to serve as the framework for accomplishing these priorities. To ensure success, the organization has integrated the plan into annual budgets, daily operations, organizational measurements in an effort to direct our financial resources and planning in almost every area of government.

To achieve the goals of the plan, the City has developed and continues to monitor useful data through a performance management system dashboard. This dashboard uses reporting software that allows residents to easily view progress made on citywide measures and initiatives as well as to identify positive and negative trends. With this data, the City can develop strategies for improving outcomes in the areas that have been identified as goals. After the strategies are implemented, we can monitor progress toward achieving goals by tracking the data. We intend to focus our budget and policy discussions on achieving the results we want, rather than competing for scarce resources.

As we develop and monitor community-wide indicators and departmental performance measures, we strive to identify the most meaningful data elements. Rather than focusing on how much we performed or how well we did it, we are trying to answer the question, "Is anyone better off?"



FY 2013-2014

www.DurhamNC.gov/StrategicPlan

Revised April 15, 2013



Table of Contents

City Council.....	2
City Council FY12/13.....	3
Introduction	4
Letter from the City Manager	4
About Durham	6
The Mission	6
The Vision.....	6
Why Prepare a Strategic Plan?.....	7
Creating the Strategic Plan	8
Core Products and Services	8
Key Stakeholders	9
Resident/Stakeholder/Employee Input.....	9
Core Organizational Values.....	14
Goals/Objectives/Measures/Intiatives.....	15
Strategic Plan Implementation	27
The Approach	27
Implementation Team & ClearPoint/Dashboard Team	28
Community Partnerships.....	30
Appendix	33
Definition of Terms.....	33

City Council FY12/13



Mayor
William V. 'Bill' Bell



Mayor Pro-Tem
Cora Cole-McFadden



Eugene A. Brown



Diane N. Catotti



Howard Clement, III



Steve Schewel



Don Moffitt

Introduction

Letter from the City Manager

Dear City Residents and Employees,

For the past two years, together we have worked intently to lay the building blocks that support the city's mission to be, in a phrase, "*A great place to live, work, and play.*" That means that our communities are safe and thriving, businesses are growing and employing our residents, and that your government manages your tax dollars well.

The Strategic Plan has been the guide that we use to direct our energies, our financial resources and our planning in almost every area of government... from developing our annual budget to performing day-to-day operations. Because of your input, employees, residents, businesses and other stakeholders, this is now a Strategic Plan that not only captures current needs and goals, but also is fluid enough to adjust and grow along with our city.

Your recent input during the Strategic Plan update process was more than welcomed; it was vital. Whether we live in, or serve the residents of Durham, determining what's important at any given time helps define our actions and, indeed, our future. The updated Strategic Plan will provide long-term direction and action steps for the organization.

Many successes can be attributed to the City's Strategic Plan, including the following:

1. **Joint City/County initiatives**- The City began working with Durham County, in an effort to align strategic plans with the six joint initiatives that focus on youth, health and wellness, housing, sustainability, and community beautification.
2. **ICMA Award of Distinction** - The City was one of only 15 cities in the United States recognized for using a performance management system dashboard along with a strategic plan to inform residents with progress made on objectives, measures, and initiatives.



3. **Citizen Engaged Community 2011-2013** – The City was one of only 20 cities in the United States receiving this designation for our use of technology to engage residents.

DESIGNATED
**Citizen-Engaged
Community**
2011-2013



4. **Performance Management** implemented an external analysis and updates on and initiatives.

System Dashboard - The City dashboard, providing residents with existing goals, objectives, measures,



5. **Budget alignment** - All departmental and citywide new programs or services should support a strategic plan goal to be considered for funding

The City of Durham Strategic Plan identifies five goals, or focus areas, that the City Council and City management will advance during the next two-to-three years. City services and programs, including new ones, should support specific strategic goals, and contain measures that show their success. The five City Goals are:

1. Strong and Diverse Economy
2. Safe and Secure Community
3. Thriving, Livable Neighborhoods
4. Well-Managed City
5. Stewardship of City's Physical Assets

I am proud to present the City of Durham's citywide Strategic Plan, refreshed and realigned in February 2013. This document serves as an organizational blueprint and foundation that positions Durham to be a leader in providing an excellent and sustainable quality of life.

I wish to thank the City Council for their support and direction during this process. Your leadership and vision continues to allow the City to excel in meeting the needs of our community today and in the future.

Sincerely,

Thomas J. Bonfield
City Manager

About Durham

The City of Durham has operated under the Council-Manager form of government since 1921. The Durham City Council is comprised of seven members: the Mayor, three members from specific wards, and three at-large members. The terms for City Council seats are staggered. Nonpartisan elections are held every two years. The City covers about 108 square miles and serves a population approaching 234,000. Durham is a community that embraces its diversity. It is proud to be the home of Duke University, North Carolina Central University, and the Research Triangle Park.

Organization Profile

City Budget, FY 2012-2013	\$372.2 million
General Fund Budget, FY 2012-2013	\$176.7 million
Full-Time Employees	2,384
Departments	24
Bond Rating	AAA

The Mission

To provide quality services to make Durham a great place to live, work, and play.

The Vision

Durham is the leading city in providing an excellent and sustainable quality of life.

Why Prepare a Strategic Plan?

The Administration implemented a citywide Strategic Plan to set direction for the future of the city and guide decision-making and resource allocation. Knowing the vision for a community is one required element for a city's success; another is having a roadmap, or a strategic plan, that improves efficiency and effectiveness along with promoting strategic thinking, acting, and learning. The resulting plan translates the community's vision and City Council's goals into actions by the City, enabling the organization to better serve the community.



Department Director Retreat

The City's Strategic Plan outlines the goals, objectives, measures, and includes a list of specific initiatives the City will focus on to accomplish the objectives. By looking ahead and asking our stakeholders what they need, we establish a vision for what level of service we will provide, along with an understanding of what resources will be necessary to provide them.

This plan is prioritized around key initiatives developed with input from the City Council, key stakeholders, residents, and staff. Since the community, the economy, and the organization are continually changing, this plan should be considered as a beginning, rather than an end.

Creating the Strategic Plan

The City adopted an innovative approach for creating the citywide Strategic Plan. The process involved thinking about the nature of the City government as an organization. It was important to identify the core products and services the City provides. The City cannot be all things to all people, so the focus had to be on the City's fundamental purposes. Likewise, it was important to recognize the key customers of the City's products and services. While the City's residents are the primary beneficiaries' of its services, there are, in fact, many others.

Core Products and Services

Deliverables
Public Safety Respond to emergencies, prevent emergencies from occurring, mitigate human suffering, prepare for disasters
Community Development Provide neighborhood planning, improvements, redevelopment and ensure compliance with City codes
Public Works Maintain the City's physical assets (buildings, roads, etc.), manage solid waste and water resources, build new infrastructure and protect the environment
Transportation Plan and operate the City road systems and provide public transportation and parking
Public Information Ensure the public is informed about the City and has opportunities for engagement
Recreational Cultural Programs Maintain parks and recreation facilities and offer various recreational activities

Key Stakeholders

<ul style="list-style-type: none">• Residents• Visitors• Business and Industry• Community Organizations	<ul style="list-style-type: none">• Other Government Entities• Property Owners• Higher Education Institutions• Medical Institutions

Resident/Stakeholder/Employee Input

Executive Summary

As one of the steps to updating the Strategic Plan, the City engaged residents, stakeholders, City staff, and the Partners Against Crime Districts (PACs). The purpose of the engagement was to understand the various groups' vision of the five strategic goals and their ideas for specific projects and activities that the City can take on to realize these visions. Information obtained from the sessions was used to guide the Strategic Plan update.

Methodology

Both online surveys and face-to-face meetings were used to obtain input from residents, stakeholders, and employees. Details about the input methodology employed for each group are listed below.

Residents

To obtain input from Durham residents, City staff conducted three community meetings. The meetings were held at North Regional Library, South Regional Library, and Holton Career and Resource Center during September 2012. Residents discussed two of the strategic goals during each meeting. In total, four goals were discussed. Residents were asked the following three questions about each of the goals they discussed during their meeting:

1. What does this goal look like to you?
2. Of the list you've generated, what should be the first area of focus? The second? The third? We don't need to come to a group consensus necessarily, but we are very interested in seeing the ideas that generally rise to the top.
3. What specific projects or activities should the City take on, or continue with renewed effort, to achieve these priorities?

Responses were recorded on a flip chart during the meeting, and later analyzed for common themes.

City Staff

To obtain input from City staff, an online survey was conducted. A total of 106 staff members provided responses to the online survey. This survey asked respondents to answer the following three questions about all five strategic goals:

1. What would this look like to you?
2. Prioritize your list with the top 3 choices?
3. What projects /initiatives should the City take on or continue to achieve these priorities?

An employee focus group with 52 front-line staff was conducted for several operations departments (Solid Waste Management, Water Management, Fleet Management, Public Works, and General Services). This focus group answered the three questions about two goals: “Well-Managed City” and “Stewardship of the City’s Physical Assets and Environment.”

Stakeholders

To obtain input from Durham stakeholders, City staff issued an online survey with the same questions as the survey used for City staff. A total of 37 responses were received. This survey was distributed to representatives of the following groups/organizations:

- County Commissioners
- County Manager
- Downtown Durham, Inc.
- Duke University
- Duke University Health System
- Durham Convention & Visitors Bureau
- Durham Public School Board
- Durham County Department of Social Services
- Durham Technical Community College
- The Herald Sun
- Greater Durham Chamber of Commerce
- RDU Airport Authority
- North Carolina Central University
- Research Triangle Foundation
- Triangle Transit
- Durham Homebuilders Association
- Durham Realtors Association
- Inter-Neighborhood Coalition
- Durham Housing Authority
- Self-Help
- United Way

Partners Against Crime Districts (PACs)

The same survey was sent to representatives of all five Durham's PACs with 33 responding to the survey.

Resident/Stakeholder/Employee Findings

Goal 1: Strong and Diverse Economy

The first two questions respondents were asked was: "What does a strong and diverse economy look like to you?" and "What should be the City's top three priorities?"

Common responses from community members, stakeholders, City staff, and PACs were tallied to create the following list of "*vision themes*" for a strong and diverse economy:

1. Competitive wages
2. Variety of employment opportunities to take advantage of our diverse community
3. Low unemployment
4. Incentives for business to locate in Durham
5. Stable jobs with potential for growth
6. Promotion of small business and local businesses
7. Well-trained workforce
8. Vibrant downtown where people live and work
9. Accessible and affordable public transportation
10. Recruitment of "green" businesses

Goal 2: Safe and Secure Community

The first two questions respondents were asked was: "What does a safe and secure community look like to you?" and "What should be the City's top three priorities?"

Common responses from community members, stakeholders, city staff, and PACs were tallied to create the following list of "*vision themes*" for a safe and secure community:

1. Fast response times
2. Well-lit community
3. Visible police presence
4. Active, engaged, and educated community

5. Low crime rates
6. Partnerships between community organizations and City
7. Proficient police officers and 911 responders

Goal 3: Thriving, Livable Neighborhoods

The first two questions respondents were asked was: “What does a thriving, livable neighborhood look like to you?” and “What should be the City’s top three priorities?”

Common responses from community members, stakeholders, city staff, and PACs were tallied to create the following list of “*vision themes*” for a thriving, livable neighborhood:

1. Sidewalks, bike lanes, good public transportation
2. Clean and well-maintained public assets
3. Public-private partnerships to improve neighborhoods
4. Lots of green and open spaces
5. Strong community/neighborhood groups that work with the City
6. Environmental stewardship
7. Public parks, events, activities for families and youth

Goal 4: Well-Managed City

Stakeholder input on goal 4 was obtained solely from City employees.

The first two questions employees were asked was: “What does a well-managed city look like to you?” and “What should be the City’s top three priorities?”

Common responses were tallied to create the following list of “*vision themes*” for a well-managed city:

1. Well-trained employees
2. Competitive compensation
3. Good communication and transparency across the organization (especially with employees without email)

4. Employees at all levels that are accountable for their job
5. Delegated authority
6. Meetings held with a respect for time

Goal 5: Stewardship of the City's Physical Assets

The first two questions respondents were asked was: "What stewardship of the City's physical assets look like to you?" and "What should be the City's top three priorities?"

Common responses from community members, stakeholders, city staff, and PACs were tallied to create the following list of "*vision themes*" for stewardship of the City's physical assets:

1. Plenty of green and open spaces that are well-maintained
2. Safe and well-maintained sidewalks, streets, trails
3. Reliable water source
4. Sustainable practices
5. Light rail to connect the Triangle region
6. Underground power lines
7. Energy efficiency

Core Organizational Values

The City of Durham used an inclusive process to determine its core values, involving hundreds of employees from across all departments and all levels of the organization. Employees met in groups and shared what was important to them and what they thought should guide interactions with each other and with residents. A list of 57 potential values was generated from these sessions. At the first ice cream social, employees voted on the values they believed were most important. From this prioritization, the City arrived at 12 possible values that were narrowed down to our final seven by the task teams involved in the DurhamFirst initiative.

City of Durham Values	
Our Employees	Essential to our success Do the right thing for the right reasons Stewards of our community Maintain professional behavior and image Strive to exceed our internal customers' service expectations
Integrity	Honesty – consistently telling the truth Trust – keeping commitments and confidences Accountability – being responsible for our actions Respect – treating people the way we want to be treated A strong work ethic – doing our best for the community
Customer Service	Constantly and consistently exceeding our customers' expectations Listening completely and understanding Responding and following through Patience and courtesy
Teamwork	Working together for a common goal Embracing diversity Being open to new ideas Finding strength in unity Recognizing individual strengths
Leadership	Recognizing that everyone is a leader Taking personal responsibility for our actions Being credible Leading by example Serving a higher purpose
Open Communication	Listening for understanding Being honest Respecting others' opinions Giving constructive feedback Knowing it is ok to say, "I don't understand" Knowing we communicate by our appearance, our action and our words
Fairness	Doing the right things for the right reasons Giving everyone the opportunity to grow and succeed Providing good services to ALL of our citizens Taking the needs of the organization and the employee into account

Goals, Objectives, Measures and Initiatives

Durham's citywide Strategic Plan is based on the Durham City Council's vision for the community. In developing the Strategic Plan, the five goal teams met for approximately three months to review the existing plan and recommend changes based on stakeholder, resident, and staff input. All major changes to the plan including realignment were approved by the City Council on April 15, 2013.



Goal 1: Strong and Diverse Economy

Maintain and grow a strong and diverse economy through a variety of businesses, industries, and employment opportunities for the community.

Outcome Measures

- Mean Salary
- Median Salary
- Percent Growth in Tax Base
- Employment Growth
- Percent of Jobs within High Growth Sectors
- Poverty Indicators

Objectives and Intermediate Measures

Initiatives

Objective: Target Business/Industry Recruitment Efforts

Intermediate Measures:

- Number and Value of Non-Residential Building Permits
- Net Gain in Jobs
- Net Gain in Businesses
- Number of high growth industry jobs created annually
- Announced Capital Investment by Industry annually

- Assess Existing Technical and Financial business programs supportive of Small Business/Start Ups to determine most responsive programs/gaps to be addressed

Objective: Ensure Well Trained, Qualified Community Workforce

Intermediate Measures:

- High School Graduation Rate and GED attainment
- Percent of Community with a post-secondary credential
- % of students graduated from Local Jobs Training Programs obtaining employment
- Percent of Durham population enrolled in Adult Literacy or Basic Education classes
- Percent increase of students completing training programs

- Increase number and type of opportunities in Durham YouthWork Internship Program – in conjunction with County, Durham Public Schools and economic development partners (**Joint City-County-DPS Initiative**)
- Increase administration of Career Readiness Certification Tool
- Assess Training Opportunities at Area Schools and DTCC based on Key Industries
- Survey Major Employers in target industries to determine employment percentages of Durham residents at their companies

<p>Objective: Sustain a Favorable Development Climate</p> <p>Intermediate Measures:</p> <ul style="list-style-type: none"> • Number and Value of Residential and Commercial Building Permits • Ratio of Commercial/Industrial/Residential Tax Base 	<ul style="list-style-type: none"> • Develop two pilot programs and implement two regulatory changes impacting components of the Development Review Process
<p>Objective: Encourage Startup, Retention and Expansion of Current Businesses</p> <p>Intermediate Measures:</p> <ul style="list-style-type: none"> • Number of businesses locating into and out of Durham • Percent increase of sales tax revenue • Percent increase of tax revenue 	<ul style="list-style-type: none"> • Evaluate the Effectiveness of Existing Incentive Policies and Programs (Financial, Workforce Development and Infrastructure Based) that are Focused on Business Development • Develop Communication Strategy to inform start-ups and existing businesses about resources
<p>Objective: Leverage Local and Regional Workforce Development Partnerships</p> <p>Intermediate Measures:</p> <ul style="list-style-type: none"> • Percent of JobLink Openings filled within current FY • Number of Job Placements Overall filled within current FY 	<ul style="list-style-type: none"> • Enhance and Promote Apprenticeship and Internship Programs in conjunction with state and local partners • Employ new tracking software in Durham JobLink Career Center System that helps with matching and tracking • Expand network of places to recruit qualified, but unemployed job seekers to include university career centers and staffing agencies

Goal 2: Safe and Secure Community

Provide safe and secure neighborhoods which are fundamental to the quality of life and economic vitality of the city.

Outcome Measures

- Part 1 Property Crimes Per 100,000 Residents
- Part 1 Violent Crimes Per 100,000 Residents
- Property Crime Clearance Rate
- Violent Crime Clearance Rate
- Residents' Perception of Safetyⁱ
- Cardiac arrest resuscitation rateⁱⁱ
- Resident or FF injury/fatality rateⁱⁱⁱ
- Fire property loss (dollar amt.)

Objectives and Intermediate Measures

Initiatives

Objective: Reduce the Occurrence and Severity of Crime

Intermediate Measures:

- Percent of robberies/aggravated assaults committed w/firearms
- Percent of Priority 1^{iv} emergency calls meeting response time standards

- Expand the Forensic Services Division for improved lab analysis and completion of evidence processing
- Implement a mental health initiative to route patients to proper care while reducing the impact on the emergency response system

Objective: Improve Public Perception of Safety

Intermediate Measures:

- Percent favorable in "Visitor Safety Perception"^v
- Percent favorable in "Nearby Resident Perception of Durham"

- Implement a neighborhood canvassing program which ensures regular public education activity in neighborhoods with high crime and/or fire incidence
- Expand the Crime Prevention through Environmental Design (CPTED) program to maximize safety for American Tobacco Trail users
- Partner with the Durham Public School system (DPS) and local, private entities to

ⁱ Refers to the biennial survey of residents conducted by the city organization; specifically the question(s) regarding 'perception of safety'

ⁱⁱ This is defined as the patient having a pulse at the time of transfer to advanced medical care and/or hospital care

ⁱⁱⁱ Refers to injuries and/or fatalities recurring at a fire incident or relating to a fire incident

^{iv} Priority 1 calls refers to crimes in progress, and/or calls indicating an immediate threat to life or property exists

^v Data derived from the annual survey conducted by the Durham Convention and Visitors Bureau

	provide training on how to handle active shooter incidents
<p>Objective: Ensure high survivability of fire, medical, and other hazardous emergencies</p> <p>Intermediate Measures:</p> <ul style="list-style-type: none"> Percent of emergency calls meeting response time standards 	<ul style="list-style-type: none"> Expand inter-agency collaboration to maximize code compliance for commercial structures Provide CPR/AED training or certification for all requesting City and County employees Partner with Durham County and Durham Public Schools to provide CPR/AED training or certification in the community (<u>Joint City-County-DPS Initiative</u>) Utilize automatic vehicle locator technology (AVL) on emergency apparatus to reduce response times

Goal 3: Thriving, Livable Neighborhoods

Strengthen the foundation, enhance the value, and improve the quality and sustainability of neighborhoods.

Outcome Measures

- Resident Perception of Overall Quality of Neighborhoods
- Measure of Community Health(via NVI)
- Affordable, Safe, and Healthy Housing
- Access to Transit, Pedestrian, and Bicycle Facilities and Services
- Access to Open Space and Recreational Opportunities
- Environmental Stewardship

Objectives and Intermediate Measures

Initiatives

Objective: Improving the Quality of Neighborhoods

Intermediate Measures:

- Percent increase of neighborhoods with improving quality of life variables
- Percent of residents who are satisfied or very satisfied with the quality of life in their neighborhood

- Develop a Neighborhood Vitality Index (NVI) model and use the data to improve the quality of neighborhoods

- Target resources to neighborhoods scoring below the benchmark on NVI

- Establish a partnership targeted at revitalizing Southside neighborhood

- Develop partnership activities for “Durham on the Move” (**Joint City-County Initiative**)

Objective: Increase Access to Affordable, Safe, and Healthy Housing

Intermediate Measures:

- Percent of households represented by a neighborhood association
- Number of homeless persons from Point in Time Count
- Percent of households paying no more than 30% of Income for Rent
- Percent of noncompliant houses that become code compliant annually

- Develop a long-term plan to end homelessness

- Develop white papers that highlight best practices to inform future actionable outcomes by using data

- Develop a plan to respond to Housing Impediment study

Objective: Increase value and Stability of Neighborhoods through access to transportation choices, open space

- Implement adopted plans to improve visibility and accessibility of alternate

<p>and recreational facilities</p> <p>Intermediate Measures:</p> <ul style="list-style-type: none"> • Percent of recreational types in the citywide park system that have at least one accessible location • Percent of residents who take transit, walk, bike, or less polluting options to work • Percent of residents within a quarter mile of bus service that runs at least every 30 minutes 	<p>modes of transportation, open space, parks and recreational facilities (ie: Durham Walks! Pedestrian Plan, the Durham Comprehensive Bicycle Transportation Plan, the Durham County Bus and Rail Investment Plan, and the Durham Trails and Greenways Master Plan)</p> <ul style="list-style-type: none"> • Map Durham City-County public/private Open Space by 2014
<p>Objective: Increase Environmental Awareness and Action in the Community</p> <p>Intermediate Measures:</p> <ul style="list-style-type: none"> • Percent of Residential Greenhouse Gas Emissions reduced by program participants • Number of trees planted through partnerships and City efforts • Percent decrease in litter in targeted areas following education campaign • Waste stream diversion rate 	<ul style="list-style-type: none"> • Teach Environmental Stewardship (e.g. Education and Training about Energy, Solid Waste, and Water) (<u>Joint City-County Initiative</u>) <ul style="list-style-type: none"> a. Conduct energy education outreach in neighborhoods including the Spanish speaking community in Durham b. Implement comprehensive campaign to increase residents' awareness and actions to address environmental issues. c. Develop and implement a program to plant trees throughout Durham in conjunction with community partners • Create and market an on-line resource for businesses to access information and resources to reduce their environmental impact • Implement new awareness program to decrease litter and improve appearance

Goal 4: Well-Managed City Provide professional management that is accountable, efficient, and transparent.	
Outcome Measures	
<ul style="list-style-type: none"> Resident Satisfaction Rating Employee Satisfaction Rating Per Capita Tax Burden Fiscal Wellness Index (debt ratio, bond rating and fund balance) 	
Objectives and Measures	Initiatives
Objective: Provide Seamless Services Intermediate Measures: <ul style="list-style-type: none"> Percent of residents that are satisfied or very satisfied with the accuracy of information received by City employees Percent of residents that are satisfied or very satisfied with the resolution of an issue or concern Percent of Durham One Call complaints that are resolved within the set benchmark Resident Satisfaction with Service Delivery Percent increase of number of calls to Durham One Call 	<ul style="list-style-type: none"> Promote increased use of Durham One call through education, promotions, etc. to streamline and enhance residents' experiences with the City departments
Objective: Promote Strong Financial Management Intermediate Measures: <ul style="list-style-type: none"> Quarterly Financial Report results (Percent of Revenues Projected at Year-End Compared to Budget and Percent of Departments within Budget) Percent of Fees Collected Number of Significant Material Findings in Internal and External Audits Percent of Revenue from Property Tax, Sales Tax, and State Shared Revenues and Fees for Services Percent of performance measures at or 	<ul style="list-style-type: none"> Coordinate the development of multi-year financial plans for all enterprise funds Develop a strategy to fund the Capital Improvement Plan Develop a tool for tracking performance measures Develop revenue diversification model

above target	
<p>Objective: Align Resources with City Priorities</p> <p>Intermediate Measures:</p> <ul style="list-style-type: none"> • Percent/Number of City Departments with Strategic Plans and Performance Measures Aligned with the City's Strategic Plan • Percent of new funding that is tied to plan initiatives 	<ul style="list-style-type: none"> • Identify and analyze key organizational processes to ensure alignment with organizational priorities • Use performance and benchmarking data to improve low performing areas and ensure operational excellence and use of best practices • Increase and diversify resident engagement
<p>Objective: Establish an Exceptional, Diverse, Engaged and Healthy Workforce</p> <p>Intermediate Measures:</p> <ul style="list-style-type: none"> • Employee Turnover Rate • Employee Satisfaction Rating on Biennial Employee Opinion Survey • Employee Engagement Index • EEOC Statistics 	<ul style="list-style-type: none"> • Implement Culture of Service certification program • Develop and Deploy a Comprehensive Employee Wellness Program • Maximize employee development through training opportunities <u>(Joint City-County Initiative)</u> • Develop a citywide Communication Strategy using the Intranet as the communication hub • Develop recruitment strategies to address EEOC deficiencies • Establish Joint City-County Habitat for Humanity partnership <u>(Joint City-County Initiative)</u>

Goal 5: Stewardship of City's Physical Assets

Plan, provide, and maintain adequate infrastructure which supports quality of life and serves as a foundation of a healthy economy.

Outcome Measures

- Percentage of assets (by category) performing at or above established standards
- Resident satisfaction survey responses

Objectives and Measures

Initiatives

Objective: Develop and maintain transportation system to an established target level of effectiveness and quality

Intermediate Measures:

- Pavement Condition Ratings
- Linear feet of new sidewalks constructed or repaired/replaced to meet ADA requirements
- Number of new bicycle route miles constructed
- Percent of arterial streets with pedestrian facilities
- Percent of residents within ¼ mile of bus service
- Percent of residents who take transit, walk, or bike to work
- On-time performance of transit system
- Occupancy rates of public parking facilities

- Develop Transportation Asset Management Plan
- Develop/Implement a Transportation Asset Management System
- Identify Critical Transportation Assets
- Develop a Transportation Asset Maintenance Plan
- Develop a 10-year pavement rehabilitation program
- Improve gateways/entryways to City as approved by Council through work with Durham City-County Appearance Commission and Durham Appearance Advocacy Group (**Joint City-County Initiative**)
- Implement the Designing Better Bus Service plan recommendations
- Implement the Durham Bus and Rail Investment plan

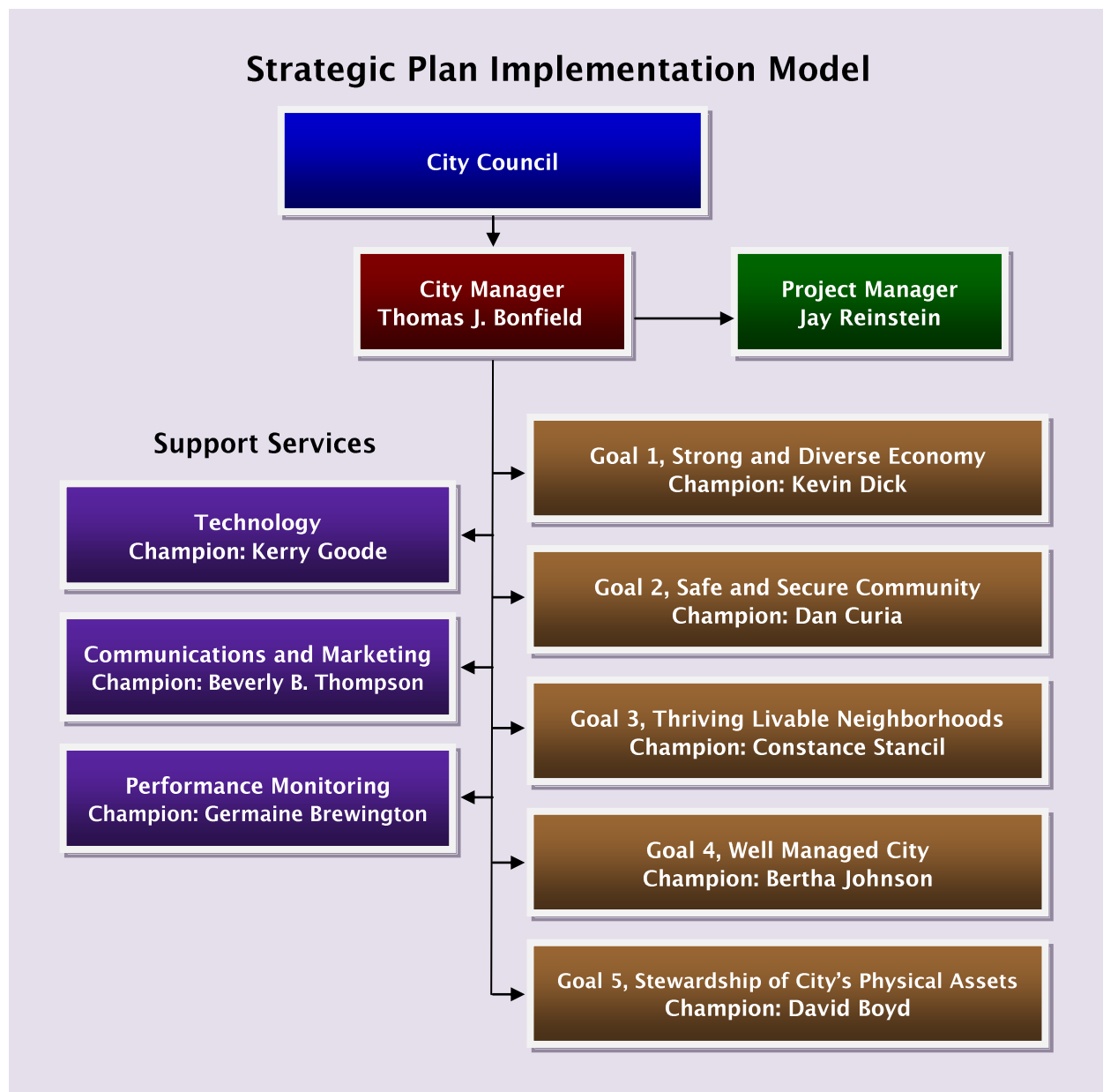
	<ul style="list-style-type: none"> • Implement the Durham Trails and Greenways Plan • Implement the Durham Walks Pedestrian Plan • Implement Downtown Parking Study recommendations
<p>Objective: Develop and maintain facilities, parks/open space, and equipment to an established target level of effectiveness and quality</p> <p>Intermediate Measures:</p> <ul style="list-style-type: none"> • Percent of City's property inventory that has been verified as accurate and current • Percent of facilities for which maintenance plans have been developed • Percent of facilities maintained pursuant to developed plan • Number of recreational facilities per capita • Number of acres of open space per capita 	<ul style="list-style-type: none"> • Develop Facility, Parks/Open Space and Equipment Asset Management Plans • Develop/Implement Facility, Parks/Open Space and Equipment Asset Management Systems • Identify Critical Facilities, Parks/Open Space and Equipment • Develop Facility, Parks/Open Space and Equipment Asset Maintenance Plans • Determine feasibility to implement Citywide Fiber Optic Network
<p>Objective: Develop and maintain water/wastewater systems to an established target level of effectiveness and quality</p> <p>Intermediate Measures:</p> <ul style="list-style-type: none"> • Percent compliance with drinking water standards • Percent compliance with water quality standards (WRF discharge) • Number of repeat SSOs • Number of water main breaks per 100 miles of distribution system 	<ul style="list-style-type: none"> • Develop water/wastewater Asset Management Plan • Develop/Implement a water/wastewater Asset Management System • Identify Critical water/wastewater Assets • Develop a water/wastewater Asset Maintenance Plan for critical assets • Plan, Design and Construct new

	facilities for compliance with the 2016 Falls Lake and Jordan Lake Rules
<p>Objective: Develop and maintain stormwater system to an established target level of effectiveness and quality</p> <p>Intermediate Measures:</p> <ul style="list-style-type: none"> • Linear feet of storm drain infrastructure installed/replaced • Linear feet of stormwater pipe video inspections performed • Stream Quality Index 	<ul style="list-style-type: none"> • Develop stormwater Asset Management Plan • Develop/Implement a stormwater Asset Management System • Identify Critical stormwater Assets • Develop a stormwater Asset Maintenance Plan • Enhance efforts to detect and control stormwater pollution sources

Strategic Plan Implementation

The Approach

It is important to institutionalize planning as a process that is used to guide the organization in making key decisions and tracking progress towards achieving its goals. Therefore strategic planning must be implemented as a process not just the production of annual documents.



Implementation Team

The purpose of the Strategic Plan Implementation Team is to ensure the plan is used as the roadmap for present and future organizational efforts. In addition to this overarching purpose, there are a number of specific responsibilities detailed below:

- Institutionalize and promote the strategic planning process
- Shift to a performance-managed organization
- Promote collaboration across departments and divisions
- Guide decision-making based on data including allocation of resources
- Ensure continuous organizational education and learning in related subjects

Goal Champions

- Point-of-contact for information and reporting progress associated with all aspects of assigned goal
- Ensure progress is being made and milestones met
- Liaison to ad hoc teams

Performance Monitoring

- Establish data collection protocols and schedule
- Oversee data analysis and reporting functions

Communication and Marketing

- Develop an internal and external communication plan to include marketing and branding the Strategic Plan

Technology

- Provide technology support to the Goal Champions and Initiative teams
- Increase the effectiveness and efficiency of the processes associated with strategic plan execution through the use of technology

Implementation Team	
Kevin Dick (Goal 1/Champion)	Office of Economic and Workforce Development
Alysia Bailey-Taylor (Goal 1/Vice Chair)	City-County Planning Department
Dan Curia (Goal 2/Champion)	Fire Department
Jim Soukup (Goal 2/Vice Chair)	Durham Emergency Communications Center
Larry Smith (Goal 2 Vice Chair)	Police Department
Constance Stancil (Goal 3/Champion)	Neighborhood Improvement Services Department
Keith Herrmann (Goal 3/Vice Chair)	Finance Department
Bertha Johnson (Goal 4/Champion)	Budget and Management Services Department
David Boyd (Goal 5/Champion)	Finance Department
Steve Medlin (Goal 5 Vice Chair)	City-County Planning Department
Chris Boyer (Goal 5/Vice Chair)	General Services Department
Beverly Thompson (Champion/ Communication)	Office of Public Affairs
Amy Blalock (Vice Chair/Communication)	Office of Public Affairs
Kerry Goode (Champion/Technology)	Technology Solutions Department
John Stinson (Vice Chair/Technology)	Technology Solutions Department
Germaine Brewington (Champion/ Performance Monitoring)	Audit Services Department
Gina Morais (Core team)	Parks and Recreation Department
Maria Ratliff (Core team)	Fire Department
Jay Reinstein (Project Manager)	Budget and Management Services Department

ClearPoint/Dashboard Team	
Mary Beth Hollmann	City Manager's Office
Fred McCurdy	Technology Solutions Department
John Stinson	Technology Solutions Department

Community Partnerships

Goal	Partners
1. Strong and Diverse Economy	<ul style="list-style-type: none"> • Duke University • Duke University Health System • Downtown Durham, Inc. • Durham Technical Community College • N.C. Employment Security Commission • Small Business Advisory Committee • Durham Workforce Development Board • Durham Housing Authority • North Carolina Central University • Greater Durham Chamber of Commerce • N.C. Division of Workforce Solutions • Durham County Government • Durham Convention and Visitors Bureau • Durham Public Schools • Durham Literacy Center • PACs/Inter-Neighborhood Council (INC)
2. Safe and Secure Community	<ul style="list-style-type: none"> • PACs/INC • Durham Public Schools • Durham County Manager's Office • Durham County EMS • Durham Housing Authority • Durham Tech Community College • Duke University • Center for Public Safety Excellence • Alliance Behavioral Healthcare • Durham Crisis Response Center • Medic 1 Foundation • N.C. Office of the State Fire Marshall • FEMA • Media • Crime Stoppers • N.C. Child Response Initiative • BECOMING • Juvenile Crime Prevention Council • District Attorney's Office • Durham County Sherriff's Office • SBI

	<ul style="list-style-type: none"> • FBI • U.S. Immigration and Customs Enforcement • Bureau of Alcohol Tobacco and Firearms • DEA • Division of Alcohol Law Enforcement • U.S. Marshall's Office • US Secret Service • Red Cross • Probation and Parole • Residents
3. Thriving Livable Neighborhoods	<ul style="list-style-type: none"> • Durham Area Transit Authority (DATA) • Triangle Transit • Duke University/Duke University Health System • North Carolina Central University • Durham County Government • PACs/INC • Neighborhood Associations • Clean Energy Durham • Habitat for Humanity • DHA • Environmental Protection Agency (Region 4) • Federal Highway Administration • Department of Transportation • Housing & Urban Development • NC Department of Commerce • NC Department of Transportation • NC Department of Environmental Natural & Resources • Triangle J Council of Governments • University of North Carolina – Chapel Hill • North Carolina State University • Research Triangle Park • Preservation North Carolina • El Centro Hispano, Durham • Durham Public Schools • Durham Rescue Mission • Residents
4. Well-Managed City	<ul style="list-style-type: none"> • Blue Cross Blue Shield • PACs/INC • Residents
5. Stewardship of City's Physical	<ul style="list-style-type: none"> • Triangle Transit Authority (TTA)

Assets	<ul style="list-style-type: none"> • DOST • Durham City-County Appearance Commission • NCDOT • Development Community • Utility Service Providers • Residents
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Appendix

Definition of Terms

Core Values	Principles that govern our behavior and the way we do business.
External Opportunities	The factors or situations that exist beyond our organization that may have a favorable effect on it.
External Challenges	The factors or situations that exist beyond our organization that can negatively affect it.
Goals	Broad statements of measurable outcomes to be achieved on behalf of customers.
Initiatives	Specific programs, strategies and activities that will help us meet our performance targets.
Measures	Meaningful indicators that assess progress toward the accomplishment of our goals and measures.
Internal Strengths	The resources or capabilities our organization has that can be used for accomplishing our mission and vision.
Internal Weaknesses	The deficiencies in resources or capabilities that currently exist that might hinder our organization's ability to be successful.
Key Customers	Any person, group or organization receiving our product(s) and/or service(s).
Mission Statement	Statement of purpose; fundamental reason for an organization's existence.
Outcome Measures	Purpose, direction, or priorities of plan that can be measured.
Objectives	Statements of what we must do well or barriers that we must overcome to achieve a specific goal.
Core Products and Services	Deliverables that the customer receives.
SWOC	Assessment of internal strengths, internal weaknesses, external opportunities, and external challenges.
Targets	The numerical value of the performance measure we hope to achieve.
Vision Statement	A word picture of the future that the organization intends ultimately to become or to influence.

BUDGET AND FINANCIAL POLICIES

The City of Durham's budget and financial policies serve as the basis for developing the annual operating budget and the six-year Capital Improvement Program. The policies also serve as the basis for the City's overall financial management.

The Local Government Budget and Fiscal Control Act governs much of the activities that occur in budget preparation and execution. The City has instituted other policies voluntarily in order to address issues that are specific to Durham. Both types of policies are noted below.

Operating Budget Policies

State Statutes:

- The City of Durham will operate under an annual balanced budget ordinance in which the sum of estimated net revenues and appropriated fund balance is equal to appropriations.
- By State Statute, the annual budget for all City funds, including enterprise funds, is prepared using the modified accrual basis of accounting. This basis of accounting recognizes revenues either when they are received in cash (such as licenses or fines) or when the collection of the amount can be reasonably estimated to be received in the near future (such as property taxes). Expenditures in a modified accrual system are generally recognized in the period in which goods or services are received or when a liability is incurred. Beginning with the FY 2001-02 Comprehensive Annual Financial Report, the City is accounting for its funds on both a full accrual and a modified accrual basis, in compliance with GASB 34.
- The General Fund has an officially adopted annual budget. The appropriations in the budget ordinance within the General Fund are shown at the fund level. Although General Statutes and generally accepted accounting principles do not require an annual balanced budget for the remaining funds, all governmental and enterprise funds have legally adopted balanced budgets.
- The City may establish and operate one or more internal service funds. At the same time that it adopts the budget ordinance, the City Council must approve a balanced financial plan for each internal service fund. A financial plan is balanced when estimated expenditures do not exceed estimated revenue.
- All grants received from the federal or state governments for operating or capital purposes will be recognized in separate grant project ordinances. A balanced grant project ordinance must be adopted prior to beginning the project. A grant project ordinance is balanced when estimated expenditures do not exceed estimated revenue. Information on each grant project ordinance is included in the Annual Budget.
- The City's budget ordinance will cover a fiscal year beginning July 1 and ending June 30. In order to have the budget ordinance approved by July 1, the Preliminary Budget, together with a budget message, will be submitted to the City Council no later than June 1.
- A public hearing will be held on the Preliminary Budget prior to adoption of the budget ordinance. Notice of this public hearing will be published in the Herald-Sun. This notice will

also state that the Preliminary Budget has been submitted to the City Council and that a copy of the budget is available for review in the City Clerk's office.

City Policies:

- The City's budget will be presented in a program budget format that includes program summaries, current year accomplishments, proposed year budgetary changes, proposed strategies to be employed, and performance measures for each major program or service.
- The City's budget will include five-year revenue and appropriation projections for the General Fund and major enterprise funds. These projections integrate the current financial picture with the outlook over the next five years.
- The City Manager has the authority to transfer funds within a departmental budget or within a fund as set in the budget ordinance. The Budget and Management Services Department staff reviews all budget transfer requests and authorizes all transfers. All administrative budget transfers are documented by the Budget and Management Services Department and tracked in the City's general ledger.
- A budget ordinance amendment is necessary whenever a change is required in the original Budget Ordinance. Those changes primarily involve changes to a fund total. Any amendment must ensure that revenues and appropriations remain balanced. Budget ordinance amendments must be approved by the City Council. All budget ordinance amendments are documented by the City Clerk and the Budget and Management Services Department and tracked in the City's general ledger.

Fund Balance Levels

General Fund

- Fund balance and reserve maintenance are important because they provide financial safety nets in the event of emergencies, economic downturns, or other unforeseen circumstances. Fund balance and reserve maintenance are also major factors considered by bond rating agencies when evaluating the City's credit worthiness.
- To maintain Unassigned Fund Balance ("UFB") in an amount no less than the greater of 12% of the current year's originally adopted Adjusted Budgeted Expenditures, or the amount required by the Local Government Commission (LGC).
- UFB could fall to a level below 12% only at the direction of Council and if it is determined that it is prudent to do so to mitigate current or future risks (e.g., significant revenue shortfalls or unanticipated expenditures), to address unforeseen opportunities or for other emergency purposes.
- If Council directs actions which result in a UFB of less than 12%, then the next year's budget must include a plan to restore the UFB to the minimum level within a reasonable amount of time.
- Any portion of the UFB in excess of 12% of Adjusted Budgeted Expenditures may be considered only for one-time (i.e., non-recurring) expenditures.

Capital Improvement Program

State Statutes

- The City will appropriate all funds for capital projects with a capital project ordinance in accordance with State Statutes.

City Policies

- The Capital Improvement Program (CIP) is a statement of the City of Durham's policy regarding long-range physical development. This plan is developed for a six-year period and is updated and revised annually. To be included in the CIP, each project must require a total expenditure of \$100,000.
- In all likelihood, the completion of capital projects will impact the departments' operating budgets as projects are completed and require maintenance and upkeep. Consequently, the impacts of capital projects on the annual operating budget are estimated and noted in the CIP.
- It is essential that CIP project proposals support, rather than contradict, plans and policies previously adopted by the City Council in order to coordinate and direct the physical development of the City. In evaluating each CIP proposal, particular attention is given to conformity of proposals with the Comprehensive Plan, the City's broadest overall policy and planning tool for managing growth.
- The CIP assumes the use of installment sales financing exclusively for either facilities that house City functions or facilities that are joint private-public ventures. This assumption is consistent with the stated goals of maintaining the existing infrastructure and providing City services in an effective and efficient manner.
- The CIP assumes the dedication of investment income toward general capital projects. By City Council resolution, all investment income derived by the General and Capital Projects Funds is dedicated to the Capital Projects Fund. This allows the City flexibility to accelerate or decelerate the spending schedules for capital projects funded on a pay-as-you-go basis, depending on the rate of return received for the City's pooled cash.
- The City will plan the use of Water and Sewer Operating Fund appropriations to capital projects on a multi-year basis to ensure that any future rate increases will be as level as possible throughout the planning period.

Investment Policy

1. Policy

It is the intent of the City of Durham to invest idle funds in accordance with North Carolina General Statutes (N.C.G.S.)159-30. The three chief objectives governing these guidelines are Safety of Principal, Liquidity, and Yield, in that order.

2. Scope

These investment guidelines apply to all the following funds in the City's cash pool (except debt and fiduciary funds): General Fund, Special Revenue Funds, Capital Projects Funds (unless prohibited by bond indentures), Enterprise Funds (unless prohibited by bond indentures), Internal Service Funds (with the exception of Risk related funds).

3. Definitions:

Short Term Portfolio: Cash which is needed to meet the City's immediate and short-term payment obligations. Investment instruments in this portfolio will mature not later than one year after purchase.

Intermediate Portfolio: Cash which is needed to meet the City's obligations in the intermediate future (0-10 years). Investment instruments in this portfolio will mature not later than five years after purchase.

Long Term Portfolio: Cash which has been designated as an endowment to the Cemeteries and Transit Funds. Investment instruments in this portfolio will mature not later than twenty years after purchase.

4. Investment Priorities:

Consistent with the three chief policy objectives (Safety, Liquidity and Yield), all City funds covered by these guidelines, regardless of term, are invested with the following priorities:

- a. Safety - The investments will be undertaken in a manner that the principal amounts of the City's portfolio are preserved.
- b. Legality - The City's funds will be invested in accordance with State statutes and the City's investment guidelines.

The City's *short term and intermediate portfolios* are invested under the following priorities:

- a. Liquidity - PRIMARY EMPHASIS - The City's funds will be invested in a manner that they are available when needed for disbursement without undue exposure to interest rate risk or maturity in accordance with the stated maximum maturity.
- b. Yield - SECONDARY EMPHASIS - The investments will be made in instruments that provide a fair market rate of return.

The City's *long term portfolio* is invested under the following priorities:

- a. Yield - PRIMARY EMPHASIS - The investments will be made in instruments that provide a fair market rate of return.
- b. Liquidity - SECONDARY EMPHASIS - The City's funds will be invested in a manner that they are available when needed for disbursement without undue exposure to market risk or maturity in accordance with the stated maximum maturity.

5. Risk Tolerance:

The City's objective is not to incur any losses through trading of securities. If a loss has to be

taken to restructure or reposition a portfolio, the action needs prior approval of the Finance Officer.

6. Delegation of Authority:

The Finance Officer, in accordance with N.C.G.S. 159-30, has the authority to invest unused city funds in any authorized investment instrument. Under the direction of the Finance Officer, the Treasury Manager has the responsibility for the day to day management of City funds. The Finance Officer can also retain investment advisors on a contractual basis to manage the City's idle cash. Any investment advisor must be fully registered under the Investment Advisory Act of 1940.

7. Oversight:

All contractual investment advisors retained by the City will be under the oversight of an independent Investment Consultant. Both the consultants and the investment advisors will be under the oversight of the Treasury Manager, under the direction of the Finance Officer.

8. Authorized Investments:

The City has statutory authorization (NCGS 159-30) to invest its funds in the following:

- a. Certificates, notes, bonds or bills of the United States, or other obligations of the United States or its Agencies, where the same are fully guaranteed as to both principal and interest by the full faith and credit of the United States.
- b. Obligations of government-sponsored entities (Instrumentality) listed in NCGS 159-30 (c) (2).
- c. Obligations of the State of North Carolina and bonds and notes of North Carolina local government or public authorities, subject to such restrictions as the Secretary of the Local Government Commission may impose.
- d. Certificates of Deposit of any North Carolina bank, secured in accordance with NCGS 159-31(b).
- e. Prime quality Commercial paper rated the highest by one of the rating agencies and meeting the standards of NCGS 159-30 (c) (6).
- f. Banker's Acceptance of a commercial bank. Either highest long term debt rating of at least one nationally recognized rating service, or the bank or its holding company is incorporated in North Carolina. In either event the security shall meet the standards of NCGS 159-30 (c) (7).
- g. Mutual funds certified by the Local Government Commission (LGC) and meeting the standards of NCGS 159-30 (c) (8).
- h. Repurchase agreements meeting the standards of NCGS 159-30 (c) (12).
- i. If the City is to invest in Collateralized Mortgage Obligations (CMO), the instruments must pass the Federal Financial Instrumentality Examination Council (FFIEC) High Risk Security Test. Having underlying securities issued by a Federal Agency or Instrumentality, must be an obligation of a federal agency or instrumentality as listed in NCGS 159-30(c)(2).
- j. Other investments authorized by NCGS 159-30.

A copy of the state investment statute (NCGS 159-30) is attached (Appendix A).

9. Diversification:

Investments of the City covered by these guidelines must be diversified to eliminate the risk of loss as a result of over-concentration of securities in a specific issuer, or a specific class of securities. The City will permit the investment of funds (excluding investments with maturity of less than 30 days) up to the following percentages for the various types of securities:

Type of Security	Maximum Percentage
U.S. Treasury Certificates, Bonds, Notes Bills, and Federal Agency issued obligations (8A)	100% of Portfolio
United States Government Instrumentality (8B)	100% of Portfolio 30% per Instrumentality
Collateralized Mortgage Obligation (8I)	25% of Portfolio 20% per Security
North Carolina State and Local Bonds I (8C)	50% of Portfolio
Certificates of Deposit (8D)	100% of Portfolio
Commercial Paper I (8E)	25% of Portfolio
Bankers Acceptance I (8F)	25% of Portfolio
LGC certified mutual funds (8G)	100% of Portfolio
Repurchase Agreements (8H)	As required for overnight cash flow
Continuous, discrete or European Callable securities (8A)	25% of Portfolio

1. Within these classifications, no more than 20% of the Portfolio may be invested with a single issuer.

2. Does not apply to bond proceeds.

Note: Parenthetical references to section 8 of these guidelines.

10. Maximum Maturities:

Short Term Portfolio: The City will not invest in securities with a final maturity of more than one year from the date of purchase.

Intermediate Term Portfolio: The City will not invest in securities with a final maturity of more than five years from the date of purchase.

Long Term Portfolio: The City will not invest in securities with a final maturity of more than twenty years from the date of purchase.

Any exception from this will need the approval of the Finance Officer.

11. Collateralization:

The City requires collateralization for Certificates of Deposit and repurchase (and reverse repurchase) agreements. In both cases the collateral must cover at least 105% of market value of principal and accrued interest.

Collateral will be held by an independent third party with whom the City has a custodial agreement. Safekeeping receipts must be supplied to the City evidencing ownership.

12. Safekeeping and Custody:

All security transactions, including collateral for repurchase agreements, entered into by the City or directed by asset managers on behalf of the City, shall be conducted on a delivery-versus-payment (DVP) basis. Securities will be listed in the City's name if issued only in book entry form or held by a third party custodian designated by the Director of Finance and City Treasury Manager and evidenced by safekeeping receipts.

13. Standards:

Investments will be made according to the "Prudent Person" standard: "Investments shall be made with judgment and care--under circumstances then prevailing--which persons of

prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable income to be derived." Officials and investment advisors making investment decisions in accordance with written procedures and the investment guidelines and exercising due diligence will be relieved of personal responsibility for an individual security's credit risk or market price changes, provided deviations from expectations are reported in a timely fashion and appropriate action is taken to control adverse developments. Any person involved in the investment process shall refrain from personal business activities which could conflict with the proper execution of the investment program, or which could impair their ability to make impartial decisions. Furthermore any person involved in the investment program shall refrain from undertaking personal investment transactions with the same individual with whom business is conducted on behalf of the City. Investment consultants and advisors and employees of the City involved in the investment process, shall disclose any material or adverse financial interest that could be related to the performance of the City's investment portfolio. City employees shall comply with the Code of Ethics of the City.

14. Performance Standards:

Short Term Portfolio: The City designates the three month Treasury Bill or Federal Agency overnight rate (whichever is higher) as the benchmark to ascertain if market yields are being achieved.

Intermediate Term Portfolio: The City designates the Barclay's Intermediate Government Index net of cost as the benchmark for this portfolio.

Long Term Portfolio: The City designates the Barclay's Long Term Government Bond Index net of cost as the benchmark for this portfolio.

15. Reporting:

The Treasury Manager will prepare and submit a monthly investment and cash forecasting report to the Finance Officer. In addition, a quarterly report will be submitted by the Finance Officer to the City Manager and City Council. The Treasury Manager is also responsible for providing investment and cash information to the City's external auditors.

16. Authorized Financial Dealers and Institutions:

All financial dealers and institutions that conduct investment transactions with the City will have on file with the City a Broker/Dealer Questionnaire (See Attachment 2). This questionnaire must be submitted prior to a firm being authorized to trade with the City, and annually thereafter in the month of June (does not apply to outside money managers.)

17. Guideline Exceptions:

Any deviation from the above guidelines must be confirmed in advance and in writing by the Finance Officer or Treasury Manager, under the direction of the Finance Officer.